

# Iowa Public Television

## Performance Report

Performance Results Achieved for Fiscal  
Year 2004

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# Introduction

I am pleased to present Iowa Public Television's (IPTV's) performance report for fiscal year 2004 (July 1, 2003 – June 30, 2004). This report contains information about the services Iowa Public Television and its partners provided for Iowans during the past fiscal year. The report is prepared in accordance with the Accountable Government Act to improve decision-making and increase accountability to stakeholders and citizens.

This report contains performance information on how well Iowa Public Television is achieving its strategic plan goals. The report also contains performance information on IPTV's primary activities, services, and products.

For Iowa Public Television, fiscal year 2004 was a year of planning for the future. An unparalleled explosion of choice in the commercial marketplace, flat-to-shrinking support from all of public television's traditional funding sources, and the federally mandated and expensive conversion to digital broadcast technologies have collided and provided Iowa Public Television with many challenges. The strategic plan addresses these challenges and provides a vision for the future of IPTV.

The Federal Communications Commission (FCC) has mandated that all over-the-air television stations transition from the current analog broadcast system to a new digital broadcast system. Digital television will allow IPTV to offer new services such as high definition (HDTV), multicasting, and data casting. These new services will result in enhanced services, delivery of interactive content, and more programming that can be targeted to IPTV's various audiences. As you will see in pages five through twelve, IPTV is positioning itself to take full advantage of the conversion, once the technology is fully in place.

While preparing for the future, in fiscal year 2004 Iowa Public Television continued focusing on creating and providing locally-produced and locally-focused enlightening and entertaining programming and educational content that appeal to its customers. Iowa Public Television exceeded its performance target in five of the eight performance plan measures presented on pages 13 through 28. Areas where the aggressive goals proved elusive reflect a broadcast media world buffeted by new technologies that have helped audience erosion. IPTV's future focus on the high ground of HDTV, multi-and data-cast programming – when commercial providers are seeking the opposite – will increase its importance to the citizens of the State.

Thank you for giving us this opportunity.

Sincerely,

Daniel K. Miller  
Executive Director and General Manager  
Iowa Public Television

# Network Overview

**Purpose:** Television programming, in all its forms, is the most powerful media of our time. As a part of our lives each day, it provides a lens through which we see our world. At its best, it gives us insight and inspiration, companionship, comfort, fulfillment and growth. On behalf of all Iowans, Iowa Public Television uses the power of this and other forms of public service media to educate, inform, enrich, and inspire with non-commercial, unique, and trusted programs and services that engage individuals and communities across Iowa.

**Mission:** To educate, inform, enrich, and inspire Iowans.

**Vision:** Iowa is at the heart of Iowa Public Television.

We will be a vital and important part of the lives of Iowans of all backgrounds, all generations, and all walks of life. We reach all of Iowa with our broadcast signal; similarly, our programs and services are aimed at all those who live here.

Iowa's youngest residents – and their parents and teachers, grandparents and caregivers – will view us as a key part of their learning lives. We will provide them with trusted quality children's services that educate and entertain them, encouraging them to be part of a broader community.

We will engage learners with interactive educational tools through their early childhood programs, schools, and teachers, taking them on trips that enhance learning.

Iowans will turn to Iowa Public Television as their preferred source for information about the state we call home. Through interactive Internet and ICN-based virtual field trips to Iowa landmarks, simultaneous television programming about our legislature, our communities, our athletes, and our musicians, and through educational opportunities that go beyond our broadcast, Iowans will look to us as their partner in their quest for community and lifelong learning.

We will be a key source of information about Iowa, a hub for civic discourse, a center for community engagement, and a leader in Iowa's future.

**Guiding Principles:** The people who work at Iowa Public Television—staff and volunteer—share the following beliefs. We believe:

- As broadcasters and educators, we hold a public trust with the people of Iowa.
- Television can be a force for good, and we will exercise its use with integrity.
- Public television should be available to everyone in the state.
- Our programs impact viewers' lives; and their worth is determined by their use, their quality and the service they provide to their viewers.
- The people who make public television and the people who watch it will be treated with dignity and respect.

**Core Functions and Key Services:** Iowa Public Television (IPTV) is Iowa's statewide public broadcasting network. IPTV has two core functions.

1. With public broadcast and media services, IPTV provides public television, telecommunications, and other services that educate and enrich people's lives. Activities include programming, video creation, educational opportunities, outreach, and other media services.

2. With educational telecommunications services, IPTV imparts knowledge by developing skills and competencies through broadcast services or other avenues. Activities may include programming, professional development, public awareness efforts, planning, research and evaluation, technical assistance, curriculum development, and fiscal and/or program oversight.

IPTV staff is focused on creating and providing entertaining programming and educational content that appeal to its customers. Support staff and the IPTV Foundation staff contribute to the creative process by making available a structure that provides cutting edge technology, necessary administrative services, and funding.

As a professional broadcast organization, IPTV is protective of its first amendment rights and responsibilities to exercise independent journalistic and editorial judgments. Decisions are continuously scrutinized to ensure that programming and educational content are free of political influence or commercial consideration. IPTV also has the ability to build collaboration among partners, thereby extending the value of products and services.

**Customers and Stakeholders:** IPTV's three key customers groups are viewers, educators, and funders. Viewers want to be able to receive IPTV's stations, have a clear clean signal, availability of good content, and have consistent and quality programming.

Educators expect quality programming and services that fit their core curriculum. While educators expect outreach tools such as study guides and workshops, viewers see outreach more as a bonus than an expectation. When choosing technology based curriculum materials, the two most important criteria for teachers are relevance to the curriculum and age/grade appropriateness.

Funders such as government agencies and foundations expect mission critical work to be completed and delivered within the funding cycle. Underwriters expect on-air credit around programs that deliver a targeted audience. IPTV Foundation members want strong customer service and recognition for donations and gifts.

**Delivery Mechanisms:** Programming is delivered to viewers by over-the-air broadcast, cable, and digital broadcast system providers. Services to educational customers are provided through broadcast airwaves, the Iowa Area Education Agencies, the Internet, and the Iowa Communications Network.

**Organizational Structure:** The Iowa Public Broadcasting Board, the broadcast licensee, governs IPTV and sets general programming objectives and policy guidelines. IPTV is an autonomous agency under the umbrella of the Iowa Department of Education.

The Iowa Public Broadcasting Board elects the 24-member Board of Directors of the IPTV Foundation representing seven geographic areas of Iowa. The nonprofit IPTV Foundation serves as the fundraising arm for IPTV.

The Iowa Public Broadcasting Board hires the Executive Director/ General Manager of IPTV.

**Staff:** IPTV employs 116 full-time staff. An additional staff of 15 is employed by the IPTV Foundation. Talent, contractors, and intermittent employees are hired as needed for productions and other network activities.

**Locations:** IPTV operates nine transmitters and eight translators across Iowa. The 62,000 square foot headquarters in Johnston houses two production studios, master control, edit suites, scene shop, Iowa Communications Network video classrooms, and field production equipment. A satellite farm is also located on the seven and one-half acres of ground in Johnston. One building is rented for additional IPTV and Foundation staff.

**Budget:** IPTV has a \$15,000,000 annual operating budget, of which state appropriations are approximately 43%. An additional \$15,000,000 was received in fiscal year 2004 for capitals and pass through funds.

# STRATEGIC PLAN RESULTS

## **Key Strategic Challenges and Opportunities:**

There has been an unparalleled explosion of choice in the commercial media marketplace. Viewers have access to six over-the-air networks, over 100 channels in the digital cable environment and over 160 channels in the digital satellite system market. There are many choices for viewers today – television, the Internet, video games. In the aggregate media usage is increasing.

This fragmentation of the industry has resulted in a slight decline in IPTV's audience over the last three years. However, IPTV is one of the few media outlets remaining that is locally owned and locally controlled with a commitment to Iowa programs, education and services. Iowa Public Television remains the state's largest provider of information and entertainment programming about Iowa. IPTV has the opportunity to be Iowa's town square, with programs and community services that reflect Iowa's values, respond to its needs, and showcase Iowa's unique events and activities. The digital environment will allow IPTV to do more and be more than today – convening communities of common interests where they exist (or where they should), using the communication tools of television to help create the understanding necessary to bridge the distances that too often exist.

IPTV's digital spectrum capacity will be a valuable resource enabling new and expanded services and facilitating the creation of new partnerships and allies. Collaborations and partnerships will be made among Iowa's public broadcasters (TV and radio) and the state's many civic, cultural, and learning institutions whose target audiences parallel IPTV's – learners of all ages (but especially young children and their parents), the civically active and engaged, those in or near retirement. Working together, the partners can strengthen their service to Iowa by creating media that increase engagement with communities of common interests resulting in a more informed, productive, and participatory citizenry.

## **Goal # 1: Iowa's Center for Community, Civic, and Personal Engagement**

### **Strategies:**

- Expand IPTV's service to Iowa by developing three new local programming initiatives in the next five years
- Research, develop, and test the feasibility of three major digital broadcast programming initiatives
- Develop partnerships with public safety organizations to use IPTV's digital television technology to distribute emergency information to first responders.

## Results

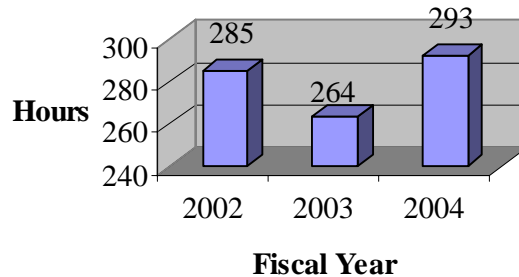
### ***Performance Measure:***

Hours local productions are broadcast in a given fiscal year.

### ***Data Sources:***

Iowa Public Television's programming database

### **Number of Local Production Hours Broadcast**



**Data reliability:** IPTV is required by the Federal Communications Commission (FCC) to maintain a log of everything that is aired on its broadcast signal.

**What was achieved:** 293 hours locally produced by Iowa Public Television was aired during fiscal year 2004.

**Analysis of results:** Budget cuts resulted in a reduction of local program hours in 2003. Better financial stewardship, more aggressive fundraising, and smarter program scheduling worked together to increase the amount of local program hours scheduled in 2004.

**Link(s) to Enterprise Plan:** Great Learning Environments, Ready to Learn



# STRATEGIC PLAN RESULTS

## **Key Strategic Challenges and Opportunities:**

The Federal Communications Commission (FCC) has mandated that all over-the-air television stations transition from the current analog broadcast system to a new digital broadcast system. The analog to digital television conversions challenges include:

- converting the remaining six transmitters and eight translators as well as IPTV headquarters;
- acquisition and production of digital content;
- digital asset management;
- carriage agreements with cable and satellite providers;
- re-purposing of analog content; and
- datacasting to the classroom.

The increased quality and capability of digital television will allow IPTV to provide enhanced service to its audiences. High Definition Television is the service that allows Iowa Public Television to broadcast programming that brings movie theater-quality images and concert hall sound clarity to the home. The stunning picture and sound will bring to life much of the programming that is watched at home and will provide viewers with pictures so real viewers will feel they're a part of them. These wide-screen presentations provide just one option in a wide array of digital television opportunities.

In a state where few television programs are made locally (even a local newscast in one Iowa community is produced in another), it is up to IPTV to provide programs about Iowa for Iowa. Nobody else will. And it is increasingly important for these programs to be produced and provided in high-definition television (HDTV). Nobody else will do that either. Absent HDTV programming about Iowa, the state and its people and its politics and its culture will be invisible in the new digital television environment, where most prime-time programming will be produced and distributed in high definition. That means that Iowans who are investing in digital television receivers won't find anything about home when they search for something to watch. To meet that need, the network that is already Iowa's primary producer and distributor of high-definition television programming will expand its services to become the center for HDTV production in the state. For the major content creators and providers, the Midwest is something that you fly over when going from one coast to the other. If we don't tell our story, it will not be told.

## **Goal # 2: Iowa's Center for Digital High Definition Television Production**

### **Strategies:**

- Produce and broadcast one high-definition television special about Iowa per month.
- Ensure that IPTV HDTV programming is available to cable subscribers throughout Iowa.

## Results

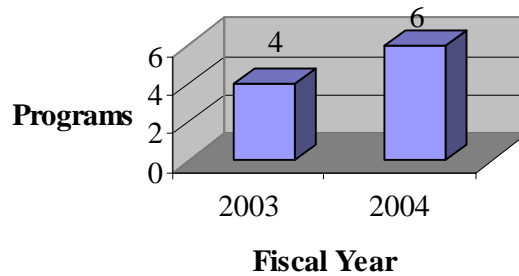
### **Performance Measure:**

Number of high definition television titles produced in a given fiscal year

### **Data Sources:**

IPTV programming database

### **Number of Local HDTV Programs Produced**



**Data reliability:** IPTV is required by the Federal Communications Commission (FCC) to maintain a log of everything that is aired on its broadcast signal.

**What was achieved:** Iowa Public Television has produced 10 high definition titles. Several of these has been carried nationally by the Public Broadcasting Service (PBS).

**Analysis of results:** IPTV has gained valuable experience in the production of a new television format, high definition television. IPTV's producers and crew will be better prepared to produce high definition programs about Iowa and for Iowa when the technical facilities are ready for the airing of these programs.

**Link(s) to Enterprise Plan:** Great Learning Environments

# STRATEGIC PLAN RESULTS

## **Key Strategic Challenges and Opportunities:**

Digital television will allow IPTV to offer new educational services, the focus of which will be to provide targeted programming and interactive content. Multicasting services will allow the broadcast of more than one television channel simultaneously. IPTV will be able to expand into four or more channels in the daytime – simultaneously providing programs to meet the needs of preschoolers, seniors and lifelong learners, each with their own channel. Interactive learning tools will be delivered right to the television, giving viewers unlimited educational opportunities and offering students a way to be actively engaged in content.

Digital television will also allow for datacasting services, broadcasting digital media to television sets or computers. Data transmission will allow viewers to get more information from television programs while viewers are watching. For example, during a program a viewer may be given the opportunity to click a button to receive more detailed information (possibly in text format) on the topic being presented. There may be written materials that are related to the video programming, course-related materials, such as teacher and student guides, and selected portions of the Internet or World Wide Web sent directly to the television set without the need of a computer, telephone connections or an access provider. This will not only enhance the entertainment and educational experience, but also have benefits for telecourses and other adult learning opportunities. Digital television will also allow IPTV to deliver educational and program-related content to schools in faster, more secure, and more targeted ways.

A new challenge for educators is the federal No Child Left Behind legislation and related accountability issues. IPTV must work with its educational audience to determine the services IPTV can provide to assist educators in meeting the new requirements. Overall, IPTV needs to re-examine all of its educational products and services for use and relevancy.

Long a powerhouse of educational media services, the network will launch a series of new programs that take advantage of its special expertise in distance learning, educational video production, and interactive multimedia development – plus its unique role in serving all of the state's myriad educational interests.

## **Goal # 3: Iowa's Center for Lifelong Learning Media**

### **Strategies:**

- Develop and launch multicast programming services for IPTV's digital broadcast channels.
- Develop and pilot distribution systems for nonbroadcast digital content for educational use
- Create Iowa-based digital content for educational use

## Results

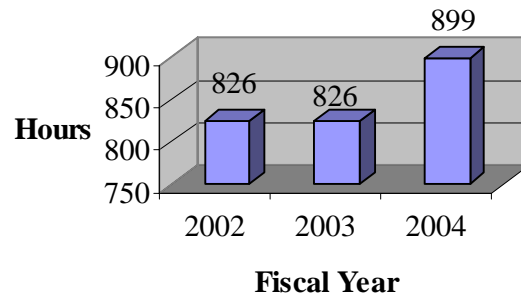
### **Performance Measure:**

Number of K-12 and College Credit hours broadcast in a given fiscal year

### **Data Sources:**

Iowa Public Television's programming database

### **Number of K-12 and College Credit Hours Broadcast**



**Data reliability:** IPTV is required by the Federal Communications Commission (FCC) to maintain a log of everything that is aired on its broadcast signal.

**What was achieved:** Iowa Public Television broadcast 899 hours of K-12 and college credit programming in fiscal year 2004.

**Analysis of results:** Once the technology is in place, IPTV will be able to broadcast more hours for its educational customers targeted for specific needs.

**Link(s) to Enterprise Plan:** Great Learning Environments: Program Effectiveness, Great Learning Environments: Seamless Transitions, and Ready-to-Learn Students

# STRATEGIC PLAN RESULTS

## **Key Strategic Challenges and Opportunities:**

Flat-to-shrinking support from all of public television's traditional funding sources, and a federally mandated and extraordinarily expensive conversion to digital broadcast technologies have challenged the way Iowa Public Television does business.

If goals one through three are in fact to become the critical components of the network's future service to the state, financial, personnel, and facilities support must be appropriate to the tasks. Increased financial support for the network will come from traditional funding sources outside the building and also from "found money" gained through more efficient operational procedures. The organization must move to another level of telling the mission story, making connections to other partners in the work and securing meaningful, new investments. Initiatives must be aggressively researched and efforts must be effectively communicated.

Nationally, philanthropic giving results are very mixed. Some areas of the country and selected types of charities have recovered. Others, particularly the arts and social services, have not. The Iowa Public Television Foundation will concentrate on bringing their Friends back into the fold and continuing to increase larger gifts from both individuals and corporations.

## **Goal #4: Organizational Support to Achieve Goals**

### **Strategies:**

- Secure adequate funding for the tasks.
- Create a network-wide formal program and project development process.
- Grow a collaborative culture that promotes bilateral communication about all IPTV activities, that fosters cooperation instead of competition, and that promotes continuous improvement
- Implement a major communications campaign aimed at IPTV users, supporters, and stakeholders.

## Results

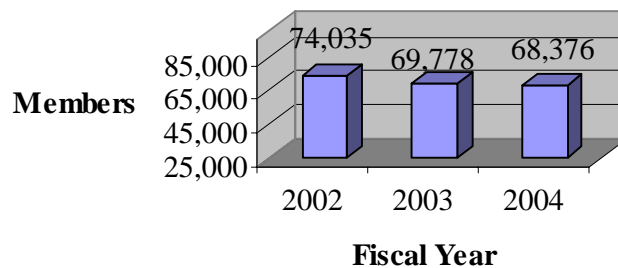
### **Performance Measure:**

Individuals and Families who support IPTV's services through their membership in the Iowa Public Television Foundation

### **Data Sources:**

Foundation audited financial statements

### **Number of Members and Contributors to the Iowa Public Television Foundation**



**Data reliability:** Foundation membership is compiled from the membership database and is audited by the Foundation auditors. The membership data is an industry-wide measure and comparisons are made between public broadcasting stations.

**What was achieved:** Nearly 70,000 individuals and families support Iowa Public Television's programs and services through membership in the Iowa Public Television Foundation.

**Analysis of results:** Membership declined by 7% from 2002 to 2004. According to Target Analysis Group this is a trend shared by public broadcasters across the country. The areas that appear to be the most promising for fundraising are major gifts and corporate support. The Iowa Public Television Foundation is a part of the Corporation for Public Broadcasting's Major Gifts Initiative. The Foundation is also a part of the PBS Corporate Support Performance Initiative. Both programs will provide additional staff training and support.

**Link(s) to Enterprise Plan:** None

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION

**Name:** Public Broadcast and Media Services

**Description:** Acquisition and scheduling of television programs that educate, inform, enrich and inspire nearly 1,000,000 viewers a week across the State. Production of 150 hours of local content a year covering Iowa issues and events

**Why we are doing this:** IPTV is Iowa's network of community, education, enlightenment, and civic engagement – distinguished from all other media sources by local ownership and control, and by its commitment of service to Iowans. IPTV concentrates on presenting an unequaled array of programs of lasting value to Iowans and not on delivering audiences to advertisers.

**What we're doing to achieve results:** Iowa Public Television is listening to its viewers. IPTV is one of 11 public broadcasters working with the Corporation for Public Broadcasting to develop best-practices models for local stations. IPTV has also initiated a viewer engagement project that includes a dialogue with viewers across the state.

## Results

### *Performance Measure:*

Viewers per week

Each individual is counted once – regardless of the number of programs watched or the duration of their viewing.

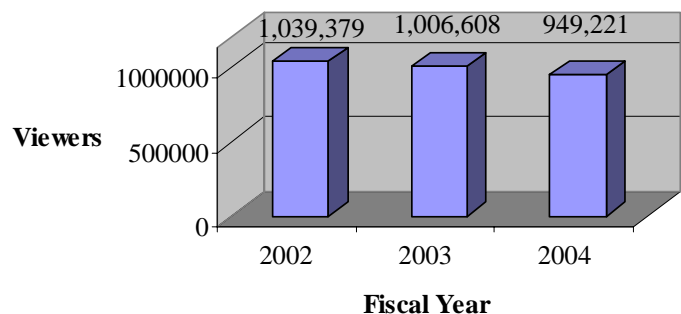
### *Performance Target:*

980,000

### *Data Sources:*

Nielsen ratings for February

### Iowa Public Television Viewers per Week



**Data reliability:** Nielsen ratings are the industry standard. There is debate about the accuracy of Nielsen ratings. For example, Nielsens do not measure the television usage in institutions such as preschools, daycares, and K-12 schools. This theoretically results in lower ratings for IPTV. However, at this point in time, Nielsen ratings are the only options for objective measurement of television viewing.

**Why we are using this measure:** IPTV's noncommercial, public-service mission enables the organization to concentrate on presenting an unequaled array of programs of lasting value to Iowans regardless of where they live or what they can afford. While, concentrating on the quality and variety of services, Nielsen ratings provide IPTV with an objective measure of how audiences are responding to the broadcast schedule.

**What was achieved:** Nearly 1,000,000 viewers a week watch Iowa Public Television.

**Analysis of results:** Iowa Public Television viewership has declined over the last three years. Growing cable penetration and expanded channel capacity increase the tuning options in the average household. According to Nielsen Media Research, in 2002, the average home received 102.1 channels, an increase of almost 13 since 2001. In addition, the percentage of homes receiving 100+ channels rose from 25% in 2001 to 32% in 2002, with 42% receiving between 60 and 99 channels. Per TV Technology.com, during the 2002-2003 season, (commercial) broadcast television stations collectively held an average 49 primetime share of U.S. television households, compared to an average 74 share ten years earlier, a 33.8% decrease.

**Factors affecting results:** Fragmentation of the media industry.

### Growth of Tuning Alternatives

*# of stations/channels*

Tuning options continue to grow. The average household now has 102 different channels from which to choose.

	Over-the-Air Broadcast Stations	All Channels*
1950	3.8	N/A
1976	7.7	N/A
1980	9.0	N/A
1985	11.0	18.8
1990	11.7	33.2
1995	13.0	41.1
2000	12.9	74.6
2001	14.6	89.2
2002	14.3	102.1

Sources: *NTI Audimeter sample: February 1950-85 and National People Meter sample: September 1990-present.*

Notes: *N/A = not available.*

*\*Includes broadcast and cable.*

**Resources used:** These activities are funded with contributions made to the Iowa Public Television Foundation and with state appropriations.



# PERFORMANCE PLAN RESULTS

## CORE FUNCTION

**Name:** Educational Telecommunications

**Description:** IPTV provides broadcast services to preschoolers, K-12 students, and adult learners, development of live interactive virtual field trips and teleconferences providing educators and students with unique opportunities, production of interactive media educational products for classroom learning, development of educational resources via the Web, development of Iowa Learning On-line, and provide staff development opportunities for teachers.

**Why we are doing this:** The transformation of IPTV's educational services from the old "talking heads" programs of years past to the vast array of video and online resources, interactive media, videoconferencing, distance learning and staff development opportunities was predicated on research and listening to our customers. PBS has traditionally invested heavily in research in development of its children's programming. Short video clips that reinforce key concepts are effective in increasing student achievement, according to two recent research studies. Well-designed interactive learning has been show to be particularly effective for increasing achievement in formerly underachieving students. IPTV's Interactive Media projects are based on national educational standards and studies that reinforce the use of visual media for all learners.

**What we're doing to achieve results:** Through research instruments, online teacher and student evaluation surveys, and formative evaluations seeking input from customers regarding their needs. IPTV is developing a wide variety of products and services that meets instructional needs, fits the appropriate grade level, and is interesting to the students.

## Results

**Performance Measure:**

Student participation in IPTV sponsored ICN Sessions

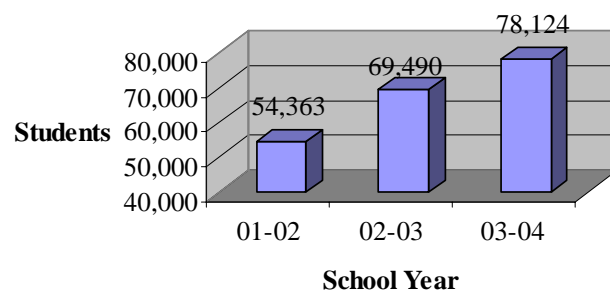
**Performance Target:**

73,000

**Data Sources:**

ICN classroom scheduling software

### Student Participation in IPTV Sponsored ICN Sessions



**Data reliability:** ICN classroom sessions must be entered into the scheduling software before any sessions can be held.

**Why we are using this measure:** This measure is an indicator of the interest/need for video classroom sessions.

**What was achieved:** In fiscal year 2004, IPTV provided over 75,000 students with full interactive field trips and videoconferences with Iowa authors and wildlife specialists as well as experts across the country.

**Analysis of results:** Student participation in K-12 Connections has grown by 44% in three years.

**Factors affecting results:** Curriculum requirements; available classroom time in schools

**Resources used:** Educational telecommunications staff are funded with state appropriations, the Community Services Grant from the Corporation for Public Broadcasting, and with educational grants.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION

**Name:** Resource Management

**Description:** Provides all vital infrastructure needs necessary to administer and support agency operations. Key activities include: financial and personnel services such as payroll, accounting and budget; media management; management and support; staff development; leadership; planning; policy development; maintenance of physical infrastructure and governance system development to achieve results for Iowans.

**Why we are doing this:** The purpose of resource management is to efficiently and effectively focus resources to support the other agency core functions in achieving the mission.

**What we're doing to achieve results:** Iowa Public Television has recently revised its strategic plan and updated its action steps. In doing so, IPTV has brought in industry experts and Iowa leaders to have discussions with staff. Iowa Public Television and its Foundation will focus on the most relevant programs and services, “right-size” the organization and line up partnerships, entrepreneurial activities and fundraising to bring more that matters to the people of Iowa.

### Results

**Performance Measure:**

Growth rate in net assets

Change in net assets = Net assets as of 6/30/XX – net assets as of 6/30/XX-1 divided by 6/30/XX-1

**Performance Target:**

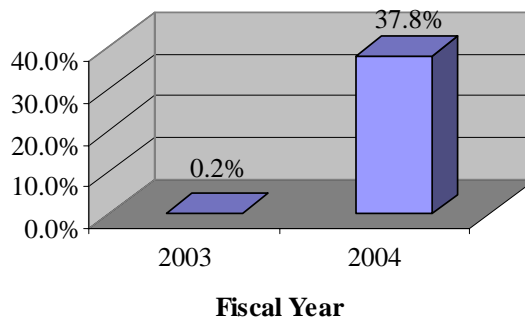
Long term growth rate = 3%

Short term growth rate = greater than 0%

**Data Sources:**

Iowa Public Television audited financial statements

**Growth Rate in Net Assets**



**Data reliability:** The data is audited by the Auditor of State Office.

**Why we are using this measure:** The growth in net assets is one measure of how effectively assets are being managed by Iowa Public Television.

**What was achieved:** The net assets of Iowa Public Television increased by 37.8% in fiscal year 2004.

**Analysis of results:** The net assets of Iowa Public Television increased \$10.4 million during fiscal year 2004. Increases were seen in the state digital television appropriation, capital grants and contributions, and investment earnings.

**Factors affecting results:** The increase in net assets was primarily due to capital appropriations for the conversion to digital television.

**Resources used:** All sources of funding for Iowa Public Television.

# PERFORMANCE PLAN RESULTS

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** Children's Programming (Service of the Public Broadcast and Media Services Core Function)

**Description:** Iowa Public Television provides a "safe place" for children filled with preschool and school-aged programming, aired at times when other channels cater to adults with programming not suitable for children.

**Why we are doing this:** Child-focused and violence-free, public television's children's programs promote the joy of learning – not products for advertisers. As the steadfast ally of parents and caregivers, programs are produced in close consultation with educators and child-development experts to achieve specific curriculum objectives. Iowa Public Television uses the programs and services of the PBS Kids brand to promote and establish these quality programs.

**What we're doing to achieve results:** PBS Kids programming is the most watched among kids 2-5 years of age. The Iowa Public Television weekday schedule reflects this targeting to our youngest viewers.

## Results

### **Performance Measure:**

Number of Children Age 2-11 Viewing  
Daytime Programming

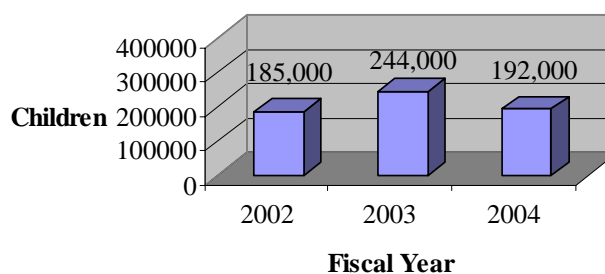
### **Performance Target:**

250,000

### **Data Sources:**

Nielsen Station Index February 2004,  
2003 and 2002 Average Daily Total  
Statewide viewing Demographic  
projections by half-hour,  
Monday-Friday Daytime.

**Number of Children Age 2-11 Viewing  
Daytime Programming**



**Data reliability:** Nielsen Station Index data is the recognized source for television viewing. Iowa Public Television studies the February sweeps report because the February viewing is the most consistent measurable time period of the year.

Starting with February 2004, Iowa Public Television uses data supplied for IPTV+ by TRAC Media Services. The numbers show thousands of viewers ages 2 to 11. February 2003 and 2002 data is from a

Nielsen Station Index Special Study, the PBS State Network Viewing Report, Iowa. Those numbers are projections for viewers ages 2 to 11.

**Why we are using this measure:** Measuring the number children ages 2-11 viewing our programs during the weekdays, helps Iowa Public Television determine the use of our broadcast programming by Iowa families.

**What was achieved:** 192,000 children viewing statewide, Monday-Friday daytime

**Analysis of results:** The change in reporting methodology makes a direct comparison of viewers from year to year misleading. Nationally, PBS stations studied show a 10.3% decline in Monday-Friday daytime gross rating points.

**Factors affecting results:** Decline in overall viewing of broadcast television and increased media choices.

**Resources used:** These activities are funded with contributions made to the Iowa Public Television Foundation and with state appropriations.

# PERFORMANCE PLAN RESULTS

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** Content, Distribution, Delivery, and Support (Service of the Public Broadcast and Media Services Core Function)

**Description:** The Engineering and Information Technology division controls development and operation of an efficient transmission system which provides a television signal to all parts of the state. It operates a technical production center, mobile technical facilities and other technological units to produce and distribute TV programs. Provides specialized information technology support to entire network, including the digital television environment. It also investigates and evaluates new technologies for use in enhancing the delivery systems and coordinates their development for broadcast and distance learning purposes.

**Why we are doing this:** The transmission system is the distribution system for Iowa Public Television's products and services.

**What we're doing to achieve results:** Preventive maintenance, equipment repairs, and equipment replacement.

### Results

**Performance Measure:**

Percentage of time transmitters are on-air

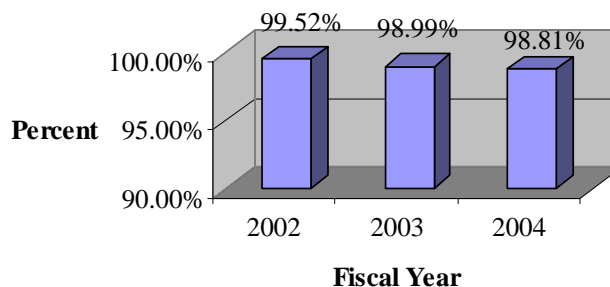
**Performance Target:**

97%

**Data Sources:**

Incidence Reports

#### Percentage of Time Transmitters are On-Air



**Data reliability:** IPTV transmitter engineers' log any time that the transmitters are off-the air.

**Why we are using this measure:** To measure the amount of time IPTV's services are available to its users. The customer cannot receive IPTV's services if they can't get the broadcast signal. When a program is interrupted for even a couple of minutes, viewers may turn the channel and may not come back. It's vitally important that the distribution system work as flawlessly and seamlessly as possible.

**What was achieved:** In fiscal year 2004, Iowa Public Television transmitters were on-air 98.81% of the time.

**Analysis of results:** While the percentage of time transmitters are on-air is greater than the performance target, the percentage has declined by .7% from 2002 to 2004.

**Factors affecting results:** Increase in the age of transmitters, decrease in the number of transmitter engineers, and conversion from analog to digital.

**Resources used:** Engineering and Information Technology staff is funded with state appropriation dollars and with funding from a Community Service Grant from the Corporation for Public Broadcasting.



# PERFORMANCE PLAN RESULTS

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** Communications (Service of the Resource Management Core Function)

**Description:** The communications function is to extend and improve awareness of IPTV programs, operations and services to all the state's citizens.

**Why we are doing this:** As Iowa's only statewide television network, IPTV has a noncommercial and public service mission to serve all Iowans, regardless of where they live or what they can afford to pay. In light of this, it is of vital importance to communicate with Iowans in all parts of the state about our programming and services. Nearly one million viewers a week watch our programming, and it is important to tell these viewers and others who might be helped by our programming and services important information like when programs are on, what outreach initiatives we are undertaking, and how we will continually fulfill our mission to educate, inform, enrich, and inspire Iowans. Iowans have a sense of ownership in their public television network – making communication with them in many different ways crucial to our service.

**What we're doing to achieve results:** Iowa Public Television changed its marketing efforts to work with the PBS National Campaign, Be More. PBS commissioned an evaluation of the results of the campaign in Iowa and found that among those that have seen the Be More campaign, there was an improved perception of IPTV. IPTV has also been working to build relationships with different media organizations, pitching stories and targeting pitches, and distributing targeted and useful news releases. We've also worked to determine how best to distribute information to different media.

## Results

### **Performance Measure:**

Number of newspaper clippings we receive each year

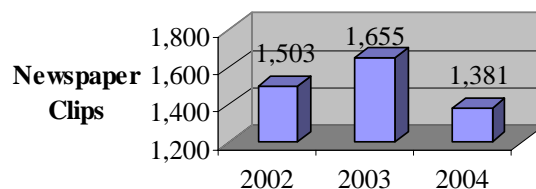
### **Performance Target:**

1100 clips per fiscal year

### **Data Sources:**

The Iowa Press Clipping Bureau

**Number of Newspaper Clips IPTV  
Receives Each Year**



**Data reliability:** The Iowa Press Clipping Bureau does a thorough job of searching for clips in most Iowa newspapers. We also search several of those not counted for coverage data.

**Why we are using this measure:** It is impossible to adequately gauge radio or television coverage in the state, because similar review services are cost prohibitive or unavailable. Therefore, newspaper clippings are the most useful gauge of our coverage.

**What was achieved:** In fiscal year 2004, Iowa Public Television was a subject of 1,381 press clippings.

**Analysis of results:** The number of clips has exceeded our goal each year measured.

**Factors affecting results:** There are many outside factors that affect news coverage – available space in newspapers, availability of staff to cover events, a trend toward national television reporting vs. local, etc. We did distribute roughly the same number of news releases each year.

**Resources used:** Communications staff are funded with state appropriation dollars, with funding from a Community Service Grant from the Corporation for Public Broadcasting, and funding from contributors to the Iowa Public Television Foundation.

# PERFORMANCE PLAN RESULTS

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** Human Resources (Service of the Resource Management Core Function)

**Description:** Management and leadership of the 116 staff at Iowa Public Television and 15 staff at the Iowa Public Television Foundation.

**Why we are doing this:** Staff members are the individuals that will make Iowa Public Television successful. Effective management, leadership and communications amongst staff members will ensure that everyone is working towards the same mission, goals and results.

**What we're doing to achieve results:** IPTV has revised its strategic plan with staff involvement. IPTV has also created an internal communications plan. An increased emphasis has been made on performance evaluations, a very powerful communications tool. New supervisors are going to the state's performance evaluation courses. This will help them understand the process and the importance of evaluations. Supervisors are given notice of evaluation dates.

### Results

**Performance Measure:**

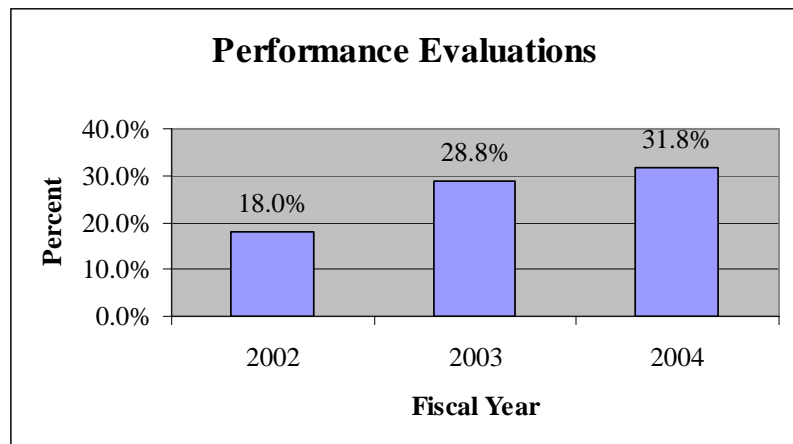
Percentage of performance evaluations completed in a fiscal year.

**Performance Target:**

85%

**Data Sources:**

IPTV Performance Evaluations



**Data reliability:** The performance evaluation information is entered into the payroll system.

**Why we are using this measure:** Performance evaluations are important to everyone. They reflect back on the last year's performance for both the employee and supervisor. Many are able to use this tool to improve their performance or set goals for the next year.

**What was achieved:** One-third of the possible performance evaluations were completed in fiscal year 2004. This is a 76% increase in the number of evaluations completed compared to 2002.

**Analysis of results:** Performance evaluation completion rate has improved each year, but not at the results we want.

**Factors affecting results:** Supervisors are currently supervising more employees than in past years.

Supervisors are also tremendously busy, as the network overall is down over 30 employees.

**Resources used:** Human resources personnel are funded with state appropriation dollars.

# PERFORMANCE PLAN RESULTS

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** Administration (Service of the Resource Management Core Function)

**Description:** The administrative division provides all vital infrastructure needs necessary to administer and support network operations. Key activities include payroll, accounting and budget, leadership, planning, and maintenance of physical infrastructure.

**Why we are doing this:** The purpose of resource management is to efficiently and effectively focus resources to support the other agency core functions in achieving the mission.

**What we're doing to achieve results:** The State has recently implemented a new integrated information system that places emphasis on management tools. All business office staff has been trained extensively in the new system. Training will continue as more modules of the system are implemented.

### Results

**Performance Measure:**

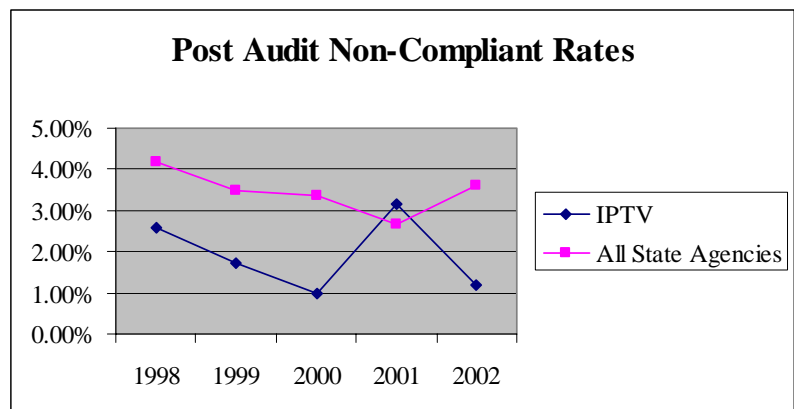
Post Audit Non-Compliant Rates

**Performance Target:**

Less than or equal to the state-wide average (in percentage)

**Data Sources:**

Department of Administrative Services



**Data reliability:** The Department of Administrative Services completes a review of the pre-audit expenditures process for all state agencies. DAS computes a rate of non-compliance with state laws and regulations for IPTV as well as for all other state agencies.

Post Audit Non-Compliance Rates have not been received from the Department of Administrative Services for fiscal years 2003 and 2004.

**Why we are using this measure:** This is a measure of how well IPTV complies with the state laws and regulations. It is also an objective measure that can be used for comparisons with other agencies.

**What was achieved:** The post audit non-compliance rate for IPTV was 1.20% in fiscal year 2002. The average post audit non-compliance rate for state agencies was 3.62% in the same fiscal year.

**Analysis of results:** Since pre-audit was moved to the agency level, there has been only one year IPTV was above the average non-compliant rate of all state agencies.

**Factors affecting results:** In fiscal year 2001, there were staff changes and individuals learning new job duties.

**Resources used:** The business office is funded with state appropriation dollars and with funding from a Community Service Grant from the Corporation for Public Broadcasting.

## RESOURCE REALLOCATION

As a result of state budget cuts, printed teacher's guides, a printed newsletter, other printed materials as well as the overnight block feed of K-12 programs were eliminated. Focus groups of Iowa educators conducted last fall by the Corporation for Public Broadcasting (CPB) and a 2004 survey of approximately 400 Iowa educators conducted this spring by Frank N. Magid and Associates, a highly respected media researcher, indicated that more detailed advance information about IPTV programs and services was needed. For example, in the Magid survey, 59% of the educators surveyed indicated that they wanted more detail and advanced notice about IPTV resources and 55% wanted that information in print format. Although a specific question about overnight block feeds was not posed in the Magid survey, 69% of the survey respondents indicated that video tape was still the preferred mode of using IPTV resources in the classroom. In narrative responses, a sizable number of educators stated that the overnight block feeds were missed as a way to obtain video tape copies of IPTV resources to use in the classroom.

IPTV is working with the Iowa Communications Network (ICN) to have the ICN become responsible for the maintenance of ICN educational classrooms in fiscal year 2006. This transfer of responsibilities to the ICN will free up dollars at IPTV to provide educators the resources they need to improve results in their classrooms.

The return to broadcasting 24 hours per day would not only allow the return of block-feeds for educators across the State, but would also result in more efficient operations for our aging analog transmitters. Burn outs have happened at three of our transmitter sites as a result of the expansion and contraction of the transmission line over time as we powered up and down. One burn out occurred during the winter and for eight months the reach of the Waterloo/Cedar Rapids signal was reduced by 75%. By cycling these aged systems on and off to save utilities, we are reducing the time between failures, increasing the cost of operations and reducing the service provided to Iowans. While there is no guarantee that transmission lines and klystrons won't fail, stopping the power cycling should lower the number of failures our system is currently experiencing.

## NETWORK CONTACTS

Copies of Iowa Public Television's Performance Report are available on the IPTV Web site at [www.iptv.org](http://www.iptv.org). Copies of the report can also be obtained by contacting Kris Houston at 515-242-3152.

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